DOCUMENT RESUME

ED 428 834 PS 027 313

TITLE Initial Scan: Where Leadership Development Is Occurring Outside the Early Childhood Field. Taking the Lead: Investigating Early Childhood Leadership for the 21st Century.

INSTITUTION Wheelock Coll., Boston, MA. Center for Career Development in Early Care and Education.

PUB DATE 1997-00-00

NOTE 27p.

PUB TYPE Reports - Descriptive (141)

EDRS PRICE EDRS Price MF01 Plus Postage. PC Not Available from EDRS.

DESCRIPTORS *Early Childhood Education; Instructional Leadership; *Leadership; Leadership Qualities; Profiles; Program Guides

IDENTIFIERS *Leadership Development Program; *Program Characteristics; Program Component Research

ABSTRACT

Drawing on the variety of approaches that exist in leadership development initiatives and activities in the early childhood education field, these two lists provide brief profiles of such initiatives in an effort to recognize current efforts and assist in the development of new ones. Each program profiled was selected either because it demonstrated leadership development with individuals in different roles within the field or because they target underrepresented groups such as people of color, language minorities, and low income people. The first list provides profiles of 12 program samples of leadership development approaches within early childhood education. The list includes the following information: (1) name of program; (2) start date; (3) sponsors; (4) population served; (5) content of training; (6) length and format of training; and (7) contact person. The second list provides profiles of 13 programs where leadership development is occurring outside the early childhood field. The list includes the following information: (1) generators of leadership development; (2) characteristics; and (3) selected examples/populations affected. (SD)

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INITIAL SCAN: WHERE LEADERSHIP DEVELOPMENT IS OCCURING OUTSIDE THE EARLY CHILDHOOD FIELD

Sheri Azer

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Taking The Lead

Investing in Early Childhood Leadership
for the 21st Century

Leadership Development Scan
Info Pack

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SAMPLE OF LEADERSHIP DEVELOPMENT APPROACHES IN EARLY CHILDHOOD EDUCATION

The following are brief profiles of different types of leadership development initiatives and activities throughout the country in the field of early childhood education. It is by no means a representative sample of all that exists. Rather, is our attempt to show the variety of approaches that exist and which might inform the development of new initiatives. Some of the initiatives included here were selected because they demonstrate leadership development with individuals in different roles within the field; others were chose because they target underrepresented groups (people of color, language minorities, and low-income).

These efforts are of particular significance to our *Taking the Lead* Emerging Leaders Sites which began in January of 1998. These pilot projects, which we funded in varying parts of the country, have as their goal the development of new leaders, particularly from underrepresented groups.

It is our hope that as this sampling of efforts is circulated, that those reading it will think of other activities we should know about. Please feel encouraged to send us information (using the categories in our profile) about any other work that you know about being done in this area. We would like to compile a list of the cutting edge leadership development work being done in the early childhood field, particularly that which has access and inclusion of underrepresented groups as a focus.

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Cover Sheet
Jeff
Tan

Sample of Leadership Development Approaches in Early Childhood Education

(Working draft—This is a work in progress.)

Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
African American Early Childhood Leadership Resource Center **Start Date**: To be determined.	Currently seeking funding.	African-American early childhood educators. Mentoring program specifically for entry-or early-level participants. **Served per year**: n/a	Planned program areas: 1) Registry. 2) Mentoring programs for entry- or early-level participants. 3) Network of colleges supporting training of early childhood education professionals and students. 4) Diversity training for individuals and organizations by a pool of consultants from the Resource Center.	**Length**: Mentoring program anticipated to be one-year with follow-up. **Format**: To be determined.	Adrienne Sparger National Black Child Development Institute 1023 15th Street, NW Suite 600 Washington, D.C. 20005 Phone: (202) 387-1281, ext. 124 Fax: (202) 234-1738
BANTEC, Bay Area Network of Trainers in Early Childhood **Created**: 1994 **Start Date**: 1996	**Primary Sponsors** • East Bay Community Foundation • Miriam and Peter Haas Foundation • San Francisco Foundation • Trio Foundation	Early care and education leaders, trainers, and practitioners from public and community sectors. 80% people of color, 20% white. **Served per year**: 25 **Served since 1996**: 50	1) Mutual training and support of membership. 2) Discerning core principles of diversity training. 3) Survey the nine counties of San Francisco Bay area regarding diversity work of consultants, college instructors, teachers of children, etc.	**Length**: Participants meet quarterly. **Format**: Sometimes group training is facilitated by outside trainers, sometimes by members of the group.	Carol Lou Young-Holt San Francisco Foundation Community Initiative Funds PO Box 508116 Palo Alto, CA 94303-0669 Phone: (415) 747-0276
Culturally Relevant Anti-Bias Leadership Project **Start Date**: 1991	**Primary Sponsor** • W.K. Kellogg Foundation **Additional Sponsors**: • A.L. Mailman Family Foundation, Inc. • Van Leer Foundation	Early childhood educators, including all roles in the field. 50% people of color, 50% white. Some experience with anti-bias work is a prerequisite. **Served per year**: 60 **Served since 1991**: 60	1) institutional issues and systems change. 2) Personal work. 3) Adult learning and development. 4) Inter-cultural communication. 5) Group dynamics.	**Length**: 14 days in a retreat setting; monthly support meetings; bi-annual two-day retreats. **Format**: City-based training groups. Each training consists of a lecture, discussion, small and large group work, sharing, audio-visual resources, books and articles. People of color and white caucus groups.	Louise Derman-Sparks Culturally Relevant Anti-Bias Leadership Project Pacific Oaks College 5 Westmoreland Place Pasadena, CA 91103 Phone: (818) 397-1306 Fax: (818) 798-1907

Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
The Early Childhood Leadership Development Program **Start Date**: 1992	Offered jointly by School of Education and Frank Porter Graham Child Development Center at UNC Chapel Hill. Has had different sources over the years (including foundations, state government, and participant fees).	Serves a diverse group of people, but college does not allow the program to collect ethnic data. Mostly supervisors from education, child care, health, mental health, social services, policy development. **Served per year**: Offers short-term activities throughout the year; hundreds of professionals participate in these activities. **Served since 1992**: Started as a 9-10 month comprehensive seminar program; over 200 participants earned certificates.	1) Expand understanding of child and family development. 2) Develop a working knowledge of operational structures of professions providing early childhood services. 3) Develop understanding of state and local policy-making. 4) Develop leadership skills (including personnel management and other management issues).	**Length**: A. 9-10 months for 2.5 days per month with a week-long training in June (last one took place during the 1994-1995 academic year). B. Day-long for 5 days. **Format**: Varies quite a bit. All are seminars and workshops. Some are more intensive and include presentations and small group work.	Jana Fleming Assistant Director The Early Childhood Leadership Development Program 137 E. Franklin Street Suite 300 Chapel Hill, NC 27514 Phone: (919) 962-7321 Fax: (919) 962-7328
Effective Management for Program Directors (formerly known as the School-Age Child Care Leadership Institute) **Start Date**: 1987	**Primary Sponsor** • American Business Collaborative managed by Work/Family Directions, Inc. **Additional Sponsors** • State agencies	School-age program directors from all ethnic groups. **Served per year**: Varies **Served since 1987**: Approx. 2,000	1) Staff development. 2) Fiscal resources and management. 3) Managing for quality improvement. 4) Building a family responsive program. 5) Leading program change.	**Length**: Three-days of initial training, plus one additional day at a reunion. **Format**: Trainer assists each director to set goals for staff development, marketing, family responsiveness, and other quality improvements. Mini-grants to implement new management goals may be available. Two director meetings, facilitated by local school-age care specialists, are held to share progress toward goals. College credit is available through Wheelock College.	Ellen Gannett Associate Director School-Age Child Care Project Center for Research on Women Wellesley College Wellesley, MA 02181 Phone: (617) 283-2544 Fax: (617) 283-3657

Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
El Comienzo Leadership Initiative **El Comienzo Start Date**: 1991 **Leadership Institute Start Date**: 1997	• Charles Stewart Mott Foundation • The Ford Foundation	All Latinas in R&R's: those responsible for training or para professionals moving toward manager. 2-3 National trainings – 1 east coast, 1 west coast, 1 mid-west – 20 person maximum per training. **Served per year**: Leadership Institute plans to serve 60. Served since 1991: El Comienzo has served approximately 6,729.	1) Identity and cultural formation (indigenous and western). 2) Skill development and capacity building, mechanics, and infrastructures. 3) Practical applications in local areas – case studies.	**Length**: 3 days and networking (12-14 hour days). **Format**: Lecture – Interactive – Case Studies – Music – Breakouts.	California Child Care Resource and Referral Network within Child Care Initiative Project Dolores Terrazas Senior Program Specialist 11 Montgomery Street 7th Floor San Francisco, CA 94105 Phone: (415) 882-0234
Head Start – Johnson & Johnson – Management Fellows Program **Start Date**: 1991	**Primary Sponsor**, • Johnson & Johnson's corporate contributions program **Additional Sponsor** • Head Start Bureau supports the program through its active participation on the Advisory Board and its extensive follow-up training and development activities for directors nationwide. The Bureau allocates resources for travel and room and board expenses for participants.	Head Start Directors, who have been directors for at least three years, compete for fellowships based on their applications to UCLA. Applicants who have demonstrated leadership in Head Start or in their local communities receive priority. **Served per year**: 80 **Served since 1991**: 362	1) Human resource management. 2) Organization design and development. 3) Finance. 4) Computers and information systems. 5) Operations and marketing. Use case studies of actual Head Start organizations.	**Length**: 2 classes each summer since 1994. 2-week intensive management training program with extensive follow-up. **Format**: Classroom instruction including lectures, group discussions and workshops. Additionally, an Advanced Management Institute, open to all alumni, is held each January beginning in January 1996. Participants network through the annual Advanced Management Institute at UCLA. Johnson & Johnson hosts a reunion reception each year at the NHSA Conference for all graduated Fellows and the incoming classes. A newsletter is published three times a year for Fellows to stay informed. A Profile and Resource Guide is published annually and distributed to all Fellows.	Myra Brown, Program Coordinator The Anderson Graduate School of Management at The University of California, Entrepreneurial Studies Center 110 Westwood Plaza, Suite A101D, Box 951464 Los Angeles, CA 90095-1464 Phone: (310) 825-2001 Fax: (310) 206-3924

Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
Leadership Empowerment Action Project (LEAP) **Start Date**: 1993	**Primary Sponsor** • Worthy Wage Campaign of the National Center for the Early Childhood Work Force **Additional Sponsor** • Local Worthy Wage Campaigns	Workshops or courses for child care teaching staff and family child care providers. **Served per year**: 200 **Served since 1993**: 1,000	Processes of individual and organizational change; history of early care and education; community organizing and social change in a diverse society; policy issues in the early childhood field; leadership; grassroots fundraising and grantwriting; and planning, implementing and evaluating proactive strategies such as participation in the state budget process and working for expansion of high quality child care services.	**Length**: Trainings can be from one day to 45 hours. **Format**: Participatory	Rosemarie Vardell Director Worthy Wage Campaign & Early Childhood Mentoring Alliance at National Center for the Early Childhood Work Force 733 15th Street, NW Suite 1037 Washington, D.C. 20005-2112 Phone: (202) 737-7700 Fax: (202) 737-0370
Leadership in Diversity Project **Start Date**: 1992	**Primary Sponsor** • California AEYC **Additional Sponsors** • Child Craft Educational Supplies • Miriam & Peter Haas Foundation • San Francisco Foundation	California AEYC members, including the full range of roles: family child care provider, teacher, director, college early care and education instructors, state department of education consultants, etc. 50% people of color, 50% white; Some leadership background and some diversity work background required. **Served per year**: 22-25 **Served since 1992**: 65	1) Personal and institutional barriers to creation of a diverse and equitable ECE field and leadership. 2) Overview of theories of anti-bias, pro-diversity, and bilingual education. 3) Adult learning theory and practice. 4) Advocacy within AEYC and other community-based organizations and settings.	**Length**: 10 days over 1 year period (3 separate sessions: 1 winter, 1 spring, 1 fall) Plus, 2 years of internship work, facilitating 3 trainings per year. **Format**: Retreat setting. Large group lecture/discussion sessions. Small group work. Dyads for personal work. Reading from bibliography. Written assignments completed between training sessions.	Donna Iwagaki 3432 Carolina St. San Pedro, CA 90731-6828 Phone: (310) 547-2010

Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
McCormick Fellows Leadership Program Created: July 1995 **Start Date**: 1996	**Primary Sponsor** • Robert R. McCormick Tribune Foundation	14 Directors (3 Caucasian, 10 African-Americans, 1 Hispanic)	Master's Degree in Early Childhood Leadership and Advocacy augmented by Center accreditation and on-site support from Field Supervisor.	**Length**: Two years. **Format**: Classroom training once a week for four hours, augmented by special retreats, visits to each center by field supervisor, and networking with larger group of directors who participate in National Louis program, Taking Care of Change.	Paula Jorde Bloom Professor of Early Childhood Education National Louis University 1000 Capital Drive Wheeling, IL 60090 Phone: (847) 475-1100, ext. 5551 Fax: (847) 295-2968
NAEYC Institute for Early Childhood Professional Development Conference **Created**: 1991 **Start Date**: 1992	**Primary Sponsors** • Carnegie Corporation of New York from 1992-1995. • National Association for the Education of Young Children.	Annual institute conference for leaders and change advocates working in the early childhood arena. **Served per year**: 700 **Served since 1992**: 3,500	Policy analysis, diversity, leadership, personal professional development, content-specific training focusing on issues in mentoring, school-age care, family child care, higher education, career development planning, and implementation in the early care and education field.	**Length**: More than 25 sessions ranging in length from one-and-a-half hours to eight hours. **Format**: Conference workshops, sessions, and day-long symposia are augmented by an annual reception, spotlight forums where programs can showcase promising practices. The Institute makes a special effort to involve participating organizations and people in the field in planning the conference.	Parker Anderson Deputy Director NAEYC Institute for Professional Development 1509 16th Street Washington, D. C. 20036-1426 Phone: (800) 424-2460 Fax: (202) 328-1846

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Name/Start Date	Sponsors	Population Served	Content of Training	Length and Format of Training	Contact
Parent Leadership Project **Created**: 1992	**Primary Sponsor** • Hasbro Foundation • Surdna Foundation **Additional Sponsors** • Aetna Foundation • Cigna Foundation • Graustein Memorial Fund • Hartford Foundation for Public Giving • ITT Foundation • Perkin Elmer Corporation	Parent participants represent the demographic profile of their region. They range in age from teen parents to grandparents raising grandchildren and include single parents, stepparents, and adoptive parents. **Served per year**: 200 **Served since 1992**: 350	A two-generation strategy to bolster parent involvement while promoting the lifelong health, safety, and learning of children. Classes include content on race, how change occurs, parents as change agents, budget analysis, outcomes and accountability, and how to use the media. The program integrates child development, leadership, and democracy skills into a parent curriculum. Family supports include child care, meals, and transportation. Each class mentors the next class, creating a pyramid effect of community caring and a developing coalition of parents.	**Length**: Classes occur three times a week for a period of twenty weeks. **Format**: Classes consist of: • a ten-week course on parent leadership; and • a ten-week civics program with a corresponding practicum. A retreat is held to develop the group and to define the mission. A graduation ceremony is held at the State Capitol; parents receive diplomas with the state seal from the Secretary of State. Graduates participate in an Alumni Program that offers support and critical thinking for parents involved in civic participation.	Elaine Zimmerman Executive Director Connecticut Commission on Children 450 Broad Street Hartford, CT 06106 Phone: (860) 240-0290 Fax: (860) 240-0248

Initial Scan—Where Leadership Development Is Occurring

(Working Draft—This is a work in progress.)

Generators of Leadership Development	Characteristics	Selected Examples/Populations affected
Families	Done by example and expectations-based on family values.	• families everywhere
Grassroots and neighborhood involvement	Driven by community and family need and spurred by individual or small group action.	• **Parents** who organize around school issues (e.g., through Parent Teacher Associations) or community issues (e.g., Mothers Against Drunk Driving) • **Community/tribal involvement** (about housing, crime watch, substance abuse prevention, playground development and supervision e.g., Indian Dispute Resolution Services, Inc. in California and Association of Community Organizations for Reform Now in Arkansas) • **Ethnic-specific** activities at a local level through existing organizations such as the NACCP, churches, and synagogues and through organizations such as the Korean Businessmen's Association, Hispanic Leadership Institute at Arizona State University, Gesher L 'Kesher--part of Princeton Center for Leadership Training • **Youth-based** involvement around community building and grounds projects, literacy programs, senior assistance programs, teen pregnancy, drugs, (e.g., Ohio 4-H Teen Community Leadership College, Leadership Training Academy in California for African American and Polynesian teens, Leadership Institutes for junior and senior Girl Scouts, Youth Build USA) • **Work place**-based initiatives in response to working conditions in a particular workplace or initiatives in response to community needs (Michigan State Police Leadership Development Program, St. Louis Educational Leadership Institute for St. Louis Public Schools
Communities	Focused on community needs and driven by personal initiative. Target specific slice of the community (e.g., emerging leaders across race and class; top leadership; ethnic, religious, or cultural groups; neighborhood leaders, etc.). Organized through the Chambers of Commerce, nonprofits, churches, city governments, primarily mission driven.	• Leadership Aberdeen • Leadership Greater Chicago • Hampton College • Latino Leadership Institute • Indiana Agricultural Leadership Program • Council of National Black Churches • Program for Community Problem Solving • Civic Television Network • Oregon Benchmarks • Chattanooga Venture • Healthy Cities Projects

Generators of Leadership Development	Characteristics	Selected Examples/Populations affected
Businesses/Private Sector	Driven by the needs of the business.	• Fidelity Executive Development Program • Fast tracking identified high potential employees • Success/performance management • Polaroid's Corporate Training and Development • Hoards of consultants offering training and coaching in everything from creative thinking to marketing in emerging democracies
Government/Public Sector	More ad hoc, driven by personal initiative.	• Senior Executives in State and Local Government offered by the Kennedy School at Harvard University • Multitude of mid-career degree granting programs • Superintendents Prepared offered by the Institute for Educational Leadership • Training provided mostly by professional associations and some by academic institutions and consultants on process and content skills • Multitude of federal, state, and local initiatives for community betterment (i.e. Healthy Start, Safe Futures)
Nonprofit Sector (including religious organizations)	Driven by the needs of the organizations and by personal initiative and mission.	• National Center for Nonprofit Boards • Nonprofit Education and Training Programs • Young Women's Christian Association Leadership Development Institute • Mennonite Conciliation Service • Consultant guided coaching, training, organization development, and focused retreats
Academic environments (colleges and high schools)	Driven by personal initiative and includes degree programs, mid-career programs, and institutes of varying length.	• Harvard Graduate School of Education's Principal's Center • Jepson School of Leadership Studies at the University of Richmond VA • Leadership Studies at Birmingham Southern • University of Oklahoma mid-career training
Foundations	Driven by specific identified needs and targeted populations; competitive selection process.	• Kellogg National Fellows Program • PEW Civic Entrepreneurs Initiative • Women's Fund of Greater Birmingham • Foundation community initiatives: Common Enterprise

Generators of Leadership Development	Characteristics	Selected Examples/Populations affected
Leadership Development Centers	Driven by personal initiative. Some are housed at academic institutions. Many develop written materials to support leadership development. Generally marketed to both public and private sector participants.	• Center for Creative Leadership • Covey Leadership Center • Institute for Educational Leadership
Professional associations	Driven by personal initiative and development of the field.	• American Society of Landscape Architects • National Association of Police Chiefs • International City Manager's Association • Mass. Association of Plumbing, Heating & Cooling Contractors • American Massage Therapy Association
Advocacy organizations	Advocates for the rights of groups or issues. Driven by the needs of the organization and mission, including such groups as unions, political parties, religious lobbies, cultural and ethnic groups.	• Animal Rights groups —ASPCA • Libertarians • National Association for the Advancement of Colored People • National Hispana Leadership Institute • United Auto Workers
Social organizations	Primarily based on social connections. Develop leadership internally and often engage in community betterment activities.	• Delta Sigma Theta • Jack and Jill • Kappa Alpha Psi • Kiwanis • Knights of Columbus
Problems/Injustice	Developed in struggle. Tied to strongly-held values, often leads to advocacy organizations or movements.	• school quality issues • tax payer revolts • environmental justice struggles